

Draft
22 Dec 1950

1. In the four weeks since O/NE was set up, it has become apparent that there is a substantial organizational weakness in the present artificial division of the two phases of the estimates process between separate Estimates and Support Staffs. The overriding and primary function of the regional analyst's group should be direct support of the estimators. However, the fact that these two groups report to separate chiefs inevitably hampers the development of the necessary close "team" approach. Moreover, because of the separate line of authority of the regional analyst's group there is an inherent tendency toward an independent form of generalized support, not geared directly enough to the primary function of O/NE, that of producing NIE's.

2. To eliminate this awkward division of the estimates process and to integrate it most effectively, it is highly desirable to combine the present regional analyst's group and the Estimates Staff under one responsible head.

3. Moreover, such a re-alignment would help to avoid the implicit confusion which exists between the various functions of the present Support Staff. It now appears to have at least three functions:

- (a) to produce a Daily Summary;
- (b) to service and circulate intelligence materials; and
- (c) to support the estimators.

The third of these functions, however is far more directly tied to the estimates process than it is to the other two above functions, and logically belongs in the Estimates rather than the Support Staff.

4. Consequently, it is believed that a logical integration of the regional analyst and estimates functions would be better suited to the development of a close team approach and the production of better NIE's.